



Developmental Counseling

**Subordinate-centered
communication
that produces a plan outlining
actions
that subordinates must take to
achieve
individual and organizational
goals.**



Personal Courage



(Face fear, danger, or adversity)

Leaders counsel because it is their duty and the primary tool in developing future leaders. For their counseling to be effective, they must be honest and have the personal courage to give straightforward feedback.



Moral Courage

(CANDOR)

Moral courage often expresses itself as candor. Candor means being frank, honest, and sincere with others while keeping your words free from bias, prejudice, or malice.



Characteristics of Effective Counseling



PURPOSE:

Clearly define the purpose of counseling.

FLEXIBILITY:

Fit the counseling style to the character of each subordinate and to the relationship desired.

RESPECT:

View subordinates as unique, complex individuals, each with a distinct set of values, beliefs, and attitudes.



Characteristics of Effective Counseling (cont)



COMMUNICATION:

Establish open, two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.

SUPPORT:

Encourage subordinates through actions while guiding them through their problems.



The Leader as a Counselor



- **Respect for Subordinates**
- **Self Awareness and Cultural Awareness**
- **Empathy**
- **Credibility**



Leader Counseling Skills

- **Active Listening**
Elements of Active Listening

Eye Contact

Body Posture

Head Nods

Facial Expressions

Verbal Expressions



Leader Counseling Skills (cont)

- **Active Listening**
Nonverbal Indicators
 - Boredom**
 - Self-Confidence**
 - Defensiveness**
 - Frustration**
 - Interest, Friendliness, and Openness**
 - Openness or Anxiety**



Leader Counseling Skills (cont)



- **Responding**
- **Questioning**
- **Counseling Errors**



Categories of Developmental Counseling

- **Event-Oriented**
- **Performance and Professional Growth**



Event-Oriented Counseling



- **Specific Instances of Superior or Substandard Performance**
 - **Reception and Integration Counseling**
 - **Crisis Counseling**
 - **Referral Counseling**
 - **Promotion Counseling**
 - **Separation Counseling**



Performance and Professional Counseling



- **Performance: (Quarterly)**
Review Past Performance
Focus on Future Objectives and Goal
- **Professional Growth: (Future Oriented)**
Short- and Long-Term Goals
Career Map



Approaches to Counseling

- **Nondirective**
Preferred for most counseling sessions
- **Directive**
Works best to correct simple problems
- **Combined**
Leader uses techniques from both directive and nondirective approaches



Counseling Techniques

-Nondirective or Combined-



- Suggesting Alternatives**

**Discuss alternative actions -- you and
subordinate decide appropriate course of
action**

- Recommending**

**One course of action -- subordinate makes
decision**

- Persuading**

**Best course of action -- subordinate makes
decision**



Counseling Techniques

-Directive-



- Corrective Training**

Teach and assist the subordinate in attaining and maintaining standards

- Commanding**

Order the subordinate to take a specific action in clear, exact words



The Counseling Process

- **Identify the need for counseling**
- **Prepare for counseling**
- **Conduct counseling**
- **Follow up**



Conduct The Counseling Session

- **Opening the Session**
- **Discussing the Issues**
- **Developing the Plan of Action**
- **Recording and Closing the Session**

Part I: (Administrative Data)

ADMINISTRATIVE COUNSELING FORM

For use of this form see FM 22-100.

REQUIRED BY THE PRIVACY ACT OF 1974

Rule 10 USC 301: Secretary of the Army and E.O. 9397 (SSN)

in conducting and recording counseling data pertaining to subordinates.

ROUTINE USES: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.

DISCLOSURE: Disclosure is voluntary.

PART I - ADMINISTRATIVE DATA

Name (Last, First, MI)	Rank / Grade	Social Security No.	Date of Counseling
Organization	Name and Title of Counselor		

PART II - BACKGROUND INFORMATION

Purpose of Counselor (Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leader's facts and observations prior to the counseling):

Part II: (Background Information) Leader states the reason for the counseling and includes the leader's facts and observations prior to the counseling.

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

Part III: (Summary of Counseling) Key Points of Discussion

OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-20.

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

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Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree / disagree with the information above

Individual counseled remarks:

Signature of Individual Counseled: _____ Date: _____

Leader Responsibilities : (Leader's responsibilities in implementing the plan of action):

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Signature of Counselor: _____ Date: _____

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

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Counselor: _____ Individual Counseled: _____ Date of Assessment: _____

Important: The counselor and the individual counseled should retain a record of the counseling.